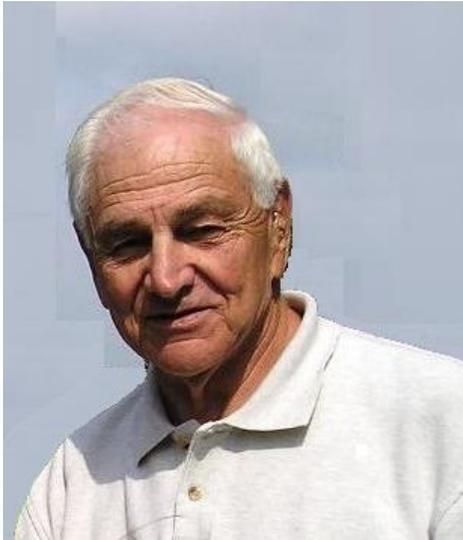


2014 Ammunition Hall of Fame Inductee
LEO HILLARD



Mr. Leo F. Hillard began his career in the Federal Government in 1949 as a Superintendent of Ammunition Service Crews at Savanna Ordnance Depot in Savanna, IL. In 1951 Leo, left his higher paying Superintendent position to attend the Ammunition Inspector School in 1951. Thus began his extraordinary career as an Ammunition Inspector and ultimately a Quality Assurance Specialist, Ammunition Surveillance (QASAS) in the Department of the Army's oldest career program.

Through the mandatory mobility of the AIS/QASAS program he traveled the globe over the next 32 years with assignments to 13 duty stations and countless trips to dozens of temporary duty locations at great personal and family sacrifice, as well as risk to himself, including encounters with hostile fire during trips to Vietnam. Mr. Hillard provided the Army with ammunition surveillance and explosive safety expertise throughout the world. He made significant and long-lasting contributions determining the serviceability and reliability of the Army's munitions stockpile. He provided technical assistance to Army ammunition units, increasing and improving ammunition operational efficiency, and developing and approving procedures and applying controls so that military munitions logistical operations complied with explosives safety policy and procedures. He performed these tasks first in a hands on capacity, and later leveraged that experience to create policy that generated ammunition operational efficiencies and cost savings.

His assignments included Savanna Ordnance Depot in Savanna, Ill.; Letterkenny Ordnance Depot, Chambersburg, Pa.; Ikego Storage Depot, Ikego, Japan; Black Hills Ordnance Depot, Igloo, S.D.; Sierra Ordnance Depot, Herlong, Calif.; Picatinny Arsenal, N.J.; Joliet Ordnance Ammunition Command, Joliet, Ill.; Miesau Army Depot, Miesau, Germany; Savanna Ordnance Depot in Savanna, Ill. (2nd tour); HQ, Eighth US Army, Seoul, Korea; HQ, Korea Support Command (KORSCOM), Taegue Korea; US Army Pacific Command HQ (USARPAC), Fort Shafter, Hawaii; and U.S. Army Materiel Development and Readiness Command (DARCOM), Alexandria, Va.

Throughout his career Mr. Hillard exhibited leadership, innovation and vision as he applied the tenets of customer focus and waste reduction practices to solve ammunition problems in areas such as function testing, inspection backlogs, stockpile management and explosive safety. He implemented efficiency initiatives long before the concepts were widely popularized through modern techniques as Quality Function Deployment (QFD), Voice of the Customer (VOC) and Lean Six Sigma (LSS). His leadership dramatically improved the way explosive safety operations were performed and ultimately helped lay the groundwork for development and implementation of the Single Manger for Conventional Ammunition (SMCA) to provide an enduring impacts on ammunition acquisition, production and sustainment activities.

His career included experience with every type of munitions, from conventional, missiles and chemical to nuclear weapons, and encompassed every facet of ammunition operations. He worked with ammunition directly as an operator loading projectiles on a production line at Savanna Ordnance Depot through the highest level of management with responsibility for the readiness, explosive safety and storage of the global Army stockpile. He was responsible for nearly one million short tons of ammunition valued at over \$10 billion as the Chief QASAS for Storage in the Ammunition Adviser's Group at the US Army Materiel Development and Readiness Command (DARCOM).

During his tour at Letterkenny Ordnance Depot in 1953, Mr. Hillard oversaw ammunition function test operations. He applied his leadership skills to quadruple the daily testing output from one lot per day to four and rapidly eliminated a backlog of 120 lots, including some that were two years overdue. He quickly learned that leadership meant working with and respecting the workforce, and he valued the expertise of senior workforce members; lessons that would become a tenet of his management approach. This served him well throughout his career as he resolved numerous ammunition surveillance, malfunction, and logistics problems.

In 1956, Mr. Hillard was assigned to Ikego Storage Depot, Ikego, Japan as a Branch Chief where he worked with U.S. Soldiers and Japanese local national inspectors to oversee the Army's function testing program. He also worked closely with local national employees in a cooperative relationship to build bonds and increase productivity with the highly trained Japanese inspectors.

When Mr. Hillard arrived at Picatinny in 1959, the common approach to determine the cause of field ammunition problems identified in the Coded Operational Summary for nuclear weapons and Weapon Information Report relied heavily on lengthy laboratory evaluations. Leveraging his earlier lessons with ammunition operator expertise, Mr. Hillard introduced the visionary concept of visiting the Soldier to determine the cause of the problem. He would immediately lead his colleagues to the field to interview operators and rapidly arrive at an effective solution in hours rather than the months required by traditional approaches. His techniques of field analysis and close coordination with the user have since become institutionalized and are now established as doctrine. The Armament, Research Development and Engineering Center (ARDEC) community utilizes a formalized program that places engineers in training operations with Soldiers so they can develop ties with them and conduct regular field feedback sessions.

From 1964 to 1966, Mr Hillard served as the Chief of Surveillance at Miesau Army Depot, Germany, the largest ammunition supply point in Europe and oversaw the issue of 35,000 tons of ammunition per year to support all Army training at Vilseck and Wildflecken. Numerous dangerous ammunition field returns including fired duds or grenades without safety pins provided significant safety challenges. These were successfully addressed by Mr. Hillard as he worked with the Department of Defense Explosives Safety Board (DDESB) to inspect forward training areas. He expanded surveillance personnel coverage and provided safety training to troops in these areas to successfully resolve the problem and assure zero accidents. He also received an Outstanding Service Award in recognition of superior performance for streamlining

inspection operations, eliminating redundancies and increasing output while reducing local national personnel positions from 50 to 10. Additionally, Mr. Hillard instituted numerous productivity enhancements and efficiencies to complete significant numbers of delinquent ammunition function tests on Army stocks stored at Miesau, Weilerbach, and also in France at Captieux and Troy Fontaine. These actions increased ammunition stockpile readiness while providing tremendous cost savings.

During his second assignment to Savanna Ordnance Depot from 1966 to 1969, Mr. Hillard served as Deputy Chief of Surveillance with responsibility for conventional, missile and chemical munitions and also served in the Ammunition Center/Advisors Office where he covered the world to provide ammunition technical assistance. In this capacity during TDY to Korea he determined ammunition operations were being inefficiently performed due to personnel regulations that assigned QASAS to Korea for one year unaccompanied tours. Since new arrivals required several months to learn the theater of operations, a large percentage of the 12 month tour was consumed trying to acclimate rather than being used for productive work. Additionally, the hardship of separation from families coupled with after work distractions limited productive time on the job and resulted in poor quality in ammunition operations, compromising the readiness of ammunition stocks throughout the Korean theater and ammunition used to defend the 38th parallel DMZ (Demilitarized Zone). Mr. Hillard worked with the Commanding General, HQ, Eighth U.S. Army, Seoul, Korea, the Department of the Army and the Ammunition Civilian Career Management office to resolve these problems by changing policy to create a two year tour accompanied with families. This greatly improved the efficiency and quality of all aspects of ammunition operations by increasing the percentage of productive time in a tour and improving morale for hundreds of ammunition inspectors assigned to Korea over the ensuing four decades. This also resulted in significant cost savings through reduced permanent change of station move costs.

From 1969 to 1971, Mr Hillard was assigned as Chief of Surveillance at HQ Eighth U.S. Army in Seoul, Korea and Korea Support Command in Taegue, Korea. He rapidly gained the respect of the general officers there and they granted him access to their command plane and helicopter. He provided them tours of ammunition operations and explosive safety compliance audits at Ammunition Supply Points (ASPs) and PSPs throughout the theater and on the DMZ in view of the North Korean Army for 1st Army munitions on forward lines.

As Chief QASAS for the Pacific Theater at HQ USARPAC in Fort Shafter, Hawaii from 1971 to 1976, Mr. Hillard held primary responsibility for explosive safety and stockpile readiness for the entire Army stockpile of munitions in the Pacific theater, comprised of over 300K short tons valued at more than \$2 billion. He reported to the general officer in charge of the Army munitions program and his actions were provided to the CG, USARPAC. Approximately 50 ammunition inspectors in seven countries were under his leadership, 15 of them in Vietnam. In response to high ammunition activity for the Vietnam War, he established procedures to audit compliance of QA operations and procedures and assure ammunition readiness and explosive safety in the Pacific theater, including Hawaii, Johnson Island, Korea, Japan, Okinawa, Taiwan, Vietnam, Thailand, Guam, Cambodia, Laos and the Philippines. He led numerous trips to the Far East to escort DDESB staff to expose and correct egregious explosive safety and physical security violations, such as storage of large quantities of

ammunition in unsecured wooden structures and "Backup Unloading" whereby operators would rapidly back an ammunition laden truck and then abruptly stop to jettison all ammunition from the vehicle. His efforts resulted in significant changes to explosive safety audit policy, procedures and practices that greatly improved public and military safety and ammunition readiness. Additionally, he increased the number of ammunition inspectors to maintain explosive safety compliance and mentor troops in Quantity Distance (QD) requirements.

Mr. Hillard also included audits of Navy operations when he escorted the DDESB on inspection trips to the Philippines and performed inspection of Navy ammunition stocks and storage facilities in Hawaii. These revealed a critical shortage of surveillance and explosive safety procedures by the Navy, untrained personnel, inadequate munitions maintenance practices, sub-standard ammunition storage facilities, and great quantities of grossly unserviceable ammunition that required demilitarization. Mr. Hillard coordinated these findings with the Defense Ammunition Center for report to the Joint Chiefs of Staff. This effort was used to support establishment of the Army as the DoD Single Manager for Conventional Ammunition (SMCA) to ensure ammunition stockpile readiness for all Services.

His superior performance resulted in lasting and substantial cost savings for the DoD and garnered him an Outstanding Service Award for prevention of future ammunition degradation, maintenance, demilitarization, improved ammunition readiness, and increased military and civilian personnel safety through elimination of explosive safety violations.

From 1976 until his retirement in 1981, Mr. Hillard served as the Chief QASAS for the Ammunition Storage Adviser's Group at DARCOM (which is now the Army Materiel Command). In this capacity he had responsibility for the readiness, explosive safety and storage of the entire stockpile of Army munitions worldwide totaling nearly a million short tons valued at over \$10 billion. Mr. Hillard provided ammunition technical guidance to general officers and senior civilian personnel within HQ DARCOM and the Pentagon and assured compliance with ammunition surveillance and explosive safety procedures while providing policy and ammunition guidelines to several hundred journeyman QASAS deployed throughout the world.